THE IMMEDIATE EFFECTS OF CONSOLIDATION ON RURAL HIGH SCHOOL ATHLETICS IN LEE COUNTY, VIRGINIA

by

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Project submitted to the Faculty of the
Virginia Polytechnic Institute and State University
in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE

in

Health and Physical Education

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February, 1990

Blacksburg, Virginia

Dedication

This work could not have been possible without the support of several very special people to which I owe gratitude. I am deeply indebted to Dr. Margaret Driscoll, my advisor at Virginia Polytechnic Institute, for her learned advice and patience during my studies. Also, Dr. Jerry Via has made his valuable time and expertise available to me when it was most needed. Special appreciation goes to Glenna Holmes for preparing this manuscript. Her knowledge and efficiency has been vital to my professional career.

To my wife, Danna, thank you for tolerating the many hours I have taken from the family over the years. I fully realize the hardships being the wife of a coach.

Always and foremost, I dedicate this work to my parents, Jack and Opal Smith. All the positive elements in my life are credited to them. The wisdom of my father far transcends all the collective knowledge of my academic life.

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Introduction

The consolidation of five high schools and their elementary components of Lee County is rather unique. It is unique because one high school, Thomas Walker. was not brought into the consolidation program. In a historically, politically volatile county, the county fathers realized that the residents of the Ewing section of Lee County would never consent to a school merger. The schools that did consolidate have a history of rivalry in interscholastic athletics, especially the bitter Pennington Gap and Jonesville rivalry. These two schools are the largest of the five consolidating for the fall term, 1989. Athletically, it is noteworthy that these consolidating schools comprised five of the eight schools of the Virginia High School League's Group A, Cumberland District. These schools are Dryden, Flatwoods, Keokee, Jonesville, and Pennington Gap.

Purposes of the Study

The purposes of this study were as follows:

1. To describe the process by which existing facilities necessitated consolidation of five Lee County Schools.

2. To examine the immediate impact of forging an athletic program through Virginia High School League reclassification and financing on-the-site facilities.

3. To describe the impact that consolidation brings to existing districts and regional alignments.

4. To serve as a reference for those seeking information for consolidation problems on athletics.

Justification for the Study

Data are needed to assist school divisions to address problems concerning interscholastic athletic mergers. The study provides information which may assist school

systems to predict potential concerns involving school mergers, especially the incorporation of athletic programs.

Limitations of the Study

While the researcher attempted to reconstruct an accurate description of events prompting the athletic merger, the facilities will not be complete. The method of financing completion of the athletic facility was not certain for the opening of interscholastic competition for the fall of 1989.

Design of the Study

This manuscript is a theoretical study including the current literature on school consolidation. Extensive interviews with school officials are included in this study.

Review of Literature

Literature dealing with school mergers is scant, particularly literature related to consolidation problems for athletics. Consolidation of rural schools produces controversy of enormous magnitude which educators and politicians fear. What are the arguments? What is the controversy? Every school system that consolidates must be cognizant of the central issues of consolidation. The following will include literature supporting consolidation and not supporting consolidation. The final analysis will weigh each and make a recommendation.

Proponents of a Small School

Boyer (1983) noted that research over the past several decades suggests that small schools provide greater opportunity for student participation and greater emotional support than larger ones. Acknowledging the difficulty of knowing the exact point where a high school becomes too large, he proposes that schools enrolling 1,500 to 2,000 students are

good candidates for reorganizing into smaller units. This idea seems to portray a-school-within-a-school concept.

There has been considerable discussion and some research related to optimum school enrollment size. It appears that in general, schools have been built on the basis of convenience to the community. According to Foster and Martinez (1985), James Conant's national study on school size greatly influenced educators' decisions related to optimum enrollments. Conant (1959) recommended that no secondary school should have a graduating class of fewer than 100 students. Subsequently, based on Conant's study, a national trend to consolidate small schools developed. By 1977, 50% of all secondary schools in the country had graduating classes of 100 or more students. Beckner and O'Neal (1980) also note that in spite of certain weaknesses existing in schools with small enrollments, they provide benefits larger schools cannot. For example (a) a lower teacher-pupil ratio; (b) closer relations between teachers and students; (c) closer relations between faculty and administration; (d) greater student participation and recognition; and (e) more human contact, reducing frustration and alienation.

Findings of Barker and Gump (1964) on school size and experiences in co-curricular activities include the following:

1. In terms of availability of extracurricular activities, small schools are not significantly different from larger schools.

2. In small schools, students are more likely to be involved in a wide range of activities.

3. In small schools, students have more positions of responsibility.

4. Students in small schools derive more personal satisfaction from participating in extracurricular activities.

5. Students in small schools receive more encouragement to participate in extracurricular activities.

6. Students from small schools had greater achievement in leadership, music, speech and drama, and writing than students from larger schools.

Sher (1977) outlines financing methods that could enhance rural schools. The following are recommendations made by Sher realizing such variables as demographics, economics, and politics have a role.

1. States should assume an increased proportion of total educational cost.

2. Distribution of aid should provide proportionately greater assistance to districts with low property wealth and low income.

3. Flat grants to districts should be eliminated entirely.

4. States should consider assuming the full cost of transportation and capital expenditures.

5. School district reorganization will not solve rural financing difficulties.

6. Expenditure and budget decisions should be decentralized to the school level. These methods would give more autonomy to local school divisions thereby making consolidation of schools less attractive.

Arguments for Consolidation

The main argument for school mergers is that large high schools can and do offer greater variety in their curricular offerings than do their smaller counter parts. In a survey by Barker (1985) 105 different course offerings revealed that 36% were provided at significantly higher frequencies in large high schools, whereas only 2% were offered at significantly higher frequencies in small schools. Significant differences were noted in all the foreign language and advanced courses surveyed and in almost one half of art, business, mathematics, and social studies courses.

Proponents of large consolidated schools have claimed that large schools are capable of offering a greater range of courses and extracurricular activities. By providing

more varied course offerings, students have greater flexibility in choosing courses to fulfill graduation requirements and future career objectives. Academic courses, such as calculus, can be offered in large schools and non-required courses, such as advanced physical education, are regularly taught. Students in smaller schools are not offered advanced courses or they have scheduling problems when they are offered on alternate years or for only one particular period.

According to Monk (1984), in a random sample of New York State school districts, mathematics, English, and foreign language teachers tend to have less training and experience in small schools as compared to large schools. Also, according to Monk (1984), there is a greater incidence of first-year teachers in small schools, and teachers are more likely to teach outside their area of certification. Sher (1977) observed that the more highly educated a teacher, the more likely that teacher would be to obtain a position in a consolidated school. Scott (1963) found that staff turnover is proportionately higher in small schools than in larger ones, making it difficult to maintain a high level of efficiency.

Summary of Literature

The argument for small schools and school districts appear to outweigh the arguments for larger schools. Most educational researchers seem to suggest that the optimum size of high schools should be between 500 to 1,200 students, small but not too small; large, but not too large. Student participation in school activities, implementation of course offerings, and general interaction of faculty and students is greatest in that range. There is also evidence that vandalism and delinquency is lowest in this size school.

School Consolidation

Introduction

In order to have an understanding of the consolidation of schools in Lee County, Virginia, the reader must know the mind of the county itself. Progress has essentially been

a stranger to this area of Virginia and to the scholar of the reconstruction period, distinct parallels can be made. While many southern areas emerged from the depression era following World War II into a more economically profitable period, Lee County remained stagnant. Lee County remained the exemplar of latent reconstruction. The solid control of the Democratic party dominated the political scene throughout the 1950s and 60s. Known as an area for political corruption, this political rule avoided progress in favor of personal power. The spoils system was used indiscriminately for job placements, especially in the public schools. As a product of this county and era, this author nostalgically recalls polling places where whiskey, shoes, and guns were as prevalent as the ballots themselves. As sharecropping and tenant farming was the vogue in most southern states, Lee County had more than its share. Poor farmers mortgaged entire yearly crops and then some to merchants who charged exorbitant prices for less than quality merchandise. The benefits of education was a minimum. The philosophy of controlling an illiterate majority for the prosperity of a few dominated the post-war years. As the post-World War II prosperity grew in other parts of the nation, especially the industrial midwest, many Lee County citizens migrated north in search of a better life. This, along with a depressed coal market, accounts for the drastic drop in population during this decade of the 50s and 60s according to the United States Census of Population there was 36,106 people in 1950. By 1960, the population dropped to 25,824 and on to a low of 20,321 in 1970. Much credit can be given to the rise of an active two-party system in reviving competition for progress for Lee County; however, decades of economic neglect has left Lee County one of the most financially strapped counties in the state (see Appendix A).

Economically, Lee County's only heavy industry is coal mining. This industry has been severely depressed over the past decade. Also, Lee County ranks second in Virginia in the number of farms producing burley tobacco which has always been Lee County's main agricultural product. This industry is also depressed with tobacco production down by 40%

in 1986. The economic states of these two main industries have been the primary contributors to Lee County's present economic conditions.

Reports from the Lee County administration office reveal these public statistics (see Appendix A):

1. Lee County had the lowest median family income in Virginia, equaling only 57% of the state's average.

2. Lee County had the lowest composite index (.2499) of any county in Virginia. This index is the indicator of a locality's ability to pay.

3. Lee County has been designated as a distressed area by the Appalachian Regional Commission.

Directly related to the economic factors are the following educational conditions in Lee County as stated by the office of the superintendent of Lee County Schools.

1. Lee County has 50.2% of the adult population with less than an eighth grade education.

2. Lee County has 65% of the adult population with less than a high school education.

3. The dropout rate for Lee County students who enter the eighth grade and do not graduate is 42%.

These figures reflect in graphic terms the need to make improvement.

Specific Conditions of Individual School Plants

For the sake of brevity, only the most immediate problems common to most of the Lee County schools will be illustrated. In a feasibility study made by Bowers, Edwards, and Jones in 1985, Lee County school construction historically is divided into four eras. The general flaws of these four eras need to be explored with the grouping of the schools

placed in the appropriate era. Also, the most immediate needs which led to consolidation will be reviewed.

According to Bowers et al. (1985) the following are characteristics for the more serious construction hazards of the four eras.

A. Pre 1930 Era

1. Cracks evident in exterior brick.
2. Inadequate lighting.
3. Difficulty to heat evenly.
4. Lack of expansion possibility.
5. Inoperable wood windows.
6. Impossibility of life safety code compliance.
7. Impossibility for renovation.

Schools of this era are part of Keokee Combined, parts of St. Charles Elementary as well as Pennington and Jonesville Elementaries.

B. 1930s - 1940s Era

1. Same characteristics as the pre-1930s era with slightly less deterioration.

The same schools listed above are affected plus Dryden Combined.

C. The 1950s - 1960s Era

1. High ceilings, large exterior window walls of single pane-glass and minimal insulation which results in excessive energy consumption.
2. Violation of building codes in the stairwells.
3. Non-fire-rated classroom doors with illegal transom glass overhead.
4. Roof leaks.
5. Overcrowding has caused the use of non-classroom spaces being used for classrooms.
6. Maintenance has become a financial concern.

7. Need for modernization for plumbing, chalkboards, and electrical outlets.

8. Site acreage as a rule is small and does not lend itself to expansion.

The schools from this era are Pennington High, Thomas Walker High, Jonesville High, parts of Dryden Combined, Flatwoods Combined, Elk Knob Elementary, Stickleyville Elementary, Rose Hill Elementary, Ewing Elementary, Elydale Elementary, and Lee County Vocational School.

D. 1960s - 1970s Era

1. Excessive energy consumption due to excessively high windows and interior open stairways.

2. Roof leaks.

3. Cracking of interior masonry block.

There were no complete buildings as a school, only additions made to the above during this year.

As stated, the above are general flaws common to most of the schools in Lee County; however, the problem lies in the "real world" of utilizing these structures on a day-to-day, year-to-year basis. According to Dr. Jerry Bishop (personal communication, August 10, 1989), superintendent of Lee County School System, the following are a few real-life "horrors" of implementing educational instruction in these facilities.

1. A coal bin at Jonesville Elementary was converted into a classroom.

2. Fire damage to Jonesville Elementary occurred in 1985. Jonesville Elementary , in the main, was built in 1911.

3. At Pennington Elementary, which was built in 1912, the main roof beam of one of the buildings is now supported by telephone poles because the roof sagged under the weight of heavy snow.

4. All seating has been removed from the auditorium of Pennington Elementary to provide additional classroom space.

5. At Dryden Combined School, all students in grades K-12 must eat in the gym at the same time physical education classes are being conducted, because Dryden does not have a cafeteria. Crawl space under the main building was dug out by hand to make room for two additional classrooms.

6. Keokee Combined School, grades K-12, one of the smallest high schools in the state, with an enrollment of 89 students in grades 9-12, cannot provide an expanded curriculum to meet student needs. Keokee's gym was originally a coal company commissary. Keokee's technology shop is located in the basement of that gym in what was originally a janitor's storage area.

7. St. Charles' industrial shop has been severely damaged by floods on two different occasions.

8. The Vocational School is presently turning away students in many programs due to overcrowding.

The two most paramount variables for consolidation are evident in expanding the curriculum for the smaller high schools and condemning unsafe and hazardous buildings, especially Pennington and Jonesville Elementaries. Concerning these two schools, Bowers et al. (1985) in making a recommendation to the Lee County School Board stated that it is economically unfeasible to marginally satisfy life safety code requirements in the buildings comprising these two school plants; therefore, no renovation was recommended. It was recommended that the Lee County School Board abandon these school plants as soon as possible due to their hazardous potential.

Estimate projections for pupils in Lee County favor ideas of school combinations. These estimates give statistical information to the school division in helping to make the final decision to consolidate. Of course, other factors may intervene to alter enrollment figures such as changing economic conditions. The fluctuating demand for coal and coal by-products have been factors in rigid changes in school enrollment. Bowers et al. (1985)

found that Lee County would have a significant drop in enrollment from the 1985-1995 decade. Bowers et al. (1985), using current enrollment and birth data available, predicted the enrollment through 1995. (Tables 1, 2, and 3)

From these tables it can be clearly understood that both Keokee and Flatwoods High Schools' enrollments are expected to decline to the point where it would be almost impossible to provide the kind of curriculum necessary for a highly technological society. In fact, Keokee and Flatwoods already send some students to Pennington and Jonesville High Schools for instruction in science and mathematics. This is proof that many Lee County high school students are being denied the educational opportunities they deserve.

Summary of Recommendations and Alternatives

In 1985, the Lee County School Board solicited a team of professionals to study the feasibility for school consolidation. The primary purpose of this study was to explore the means to create the best possible physical plant, existing and new, with sufficient size to provide a safe and pleasant learning environment. Also, to be considered were the alternatives, renovations, and additions at several existing school plants. It is of note that Lee County spent in excess of $16,000 for this study, and that their recommendations were never used. The findings of this study are summarized in Bowers et al. (1985). Essentially, this study would divide Lee County into an eastern and western region.

To help remedy the facility problem in the eastern section, the plan called for a consolidation of Keokee, Dryden, and Pennington at the present Pennington High School site. Grades six, seven, and eight would have a new building at an appropriate site for students of Dryden, Pennington, Elk Knob, Stickleyville, and St. Charles. Lee County would construct a new elementary school in the Pennington area to bring students in kindergarten through the fifth grade from St. Charles combining them with Pennington. St. Charles school would be abandoned. Kindergarten through grade five would be left at Elk Knob, Dryden, and Stickleyville. Keokee would house kindergarten through grade eight.

Table 1

Summary of Enrollment Projections by School
Lee County Elementary Schools (K-8), 1985-1995

School	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95
Stickleyville	120	119	119	119	114	114	110	106	104	101
Elk Knob	290	297	303	305	306	305	302	282	269	260
St. Charles	262	261	256	264	253	250	251	242	239	231
Pennington	770	754	760	751	740	730	736	720	703	677
Rose Hill	260	245	242	230	228	224	221	221	215	206
Ewing	200	188	188	180	167	165	154	151	146	139
Elydale	254	245	256	257	253	256	255	248	231	216
Flatwoods	288	282	281	266	252	255	260	257	247	236
Jonesville	674	665	665	653	654	645	650	640	611	592
Dryden	529	524	533	521	502	498	504	506	562	445
Keokee	197	195	186	179	184	180	186	192	194	188
Totals	3,844	3,775	3,789	3,725	3,653	3,622	3,629	3,565	3,421	3,291

Table 2

Summary of Enrollment Projections for Lee County High Schools (9-12)
1985-1995

School	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95
Thomas Walker	260	277	252	237	232	206	201	204	210	226
Flatwoods	125	123	109	119	123	115	106	98	97	104
Jonesville	299	303	298	289	265	259	250	250	278	288
Pennington	591	577	538	514	482	456	452	465	472	492
Dryden	184	196	192	196	207	199	188	176	207	218
Keokee	95	97	102	99	84	84	68	58	62	78
Totals	1,554	1,573	1,491	1,454	1,393	1,319	1,265	1,251	1,336	1,395

Table 3

Projected Enrollments With A K-4, 5-8, 9-12 Grade Pattern
Even Years, 1986-1994

Grade Pattern	1986-87	1988-89	1990-91	1992-93	1994-95
K-4	2,070	2,083	1,834	1,732	1,702
5-8	1,705	1,642	1,788	1,833	1,589
9-12	1,573	1,454	1,319	1,251	1,395
Totals	5,348	5,179	4,941	4,816	4,686

The western section would have a new high school for grades 9-12 at a desirable site between Jonesville and Ewing, Virginia. This school would receive students from Jonesville, Flatwoods, and Thomas Walker. A unique recommendation was to take Jonesville's kindergarten through grade five as well as grades six through eight and move those to the present site of Jonesville High School; however, each would have its own administrative staff. Thomas Walker High School would house a middle school for grades six, seven, and eight for Elydale, Ewing, Rose Hill, Thomas Walker and Flatwoods communities. Elydale, Ewing, Rose Hill, and Flatwoods would house kindergarten through grade five.

According to Bowers et al. (1985) the cost of this plan would be at $15,400,825. A point of interest is that athletic facilities were not a topic of study for this commission. This two-high school concept would have given both schools the option of Class A competition. This will be explored at another point in this project.

The Lee County School Board opted to abandon the above study in favor of a consolidation for five high schools. Basically, the middle school and elementary school concepts will remain as stated by Bowers et al. (1985). Thomas Walker High School was not brought into the county consolidation movement because of the volatile political repercussions that such a move would bring to the county.

Procedure for Reclassification for Athletic and Extracurricular Purposes

Introduction

Lee High School has immediately become a classic case in point for the study of effects of consolidation on a school system and community. The obstacles that must be overcome and the procedures to overcome certain obstacles will weigh heavily upon the future of athletics in Lee County. As mentioned earlier in this project, Lee County combined five schools that traditionally produced highly competitive athletic programs with strong community identities. The communities must now mortgage their cherished school traditions

and invest their faith in a consolidated program geared to compete on a much wider geographic scale. In order to ascertain the impact of such a move, one must look at the strengths and weaknesses of reclassification for this rural area. The following pages of this text will graphically explore the problems and potential positives of a move from Group A to Group AA classification.

Virginia High School League Mandates

The governing body for Virginia high schools is the Virginia High School League, Incorporated, headquartered in Charlottesville, Virginia. The league is generally referred to as the V.H.S.L. The organization of the league consists of a Legislative Council, an Executive Committee, a Group AAA Board, a Group AA Board, a Group A Board, a Group Committee for each group, a Regional Council for each region, and a District Council for each district. All accredited state public high schools in Virginia, with the authority of their school boards, are eligible for membership in the Virginia High School League (Virginia High School League Handbook, 1989-90).

In order to equalize opportunities in competitive activities sponsored by the Virginia High School League, schools are classified into groups according to the membership of each school. For classification purposes only, the membership of a school is the original entries plus re-entries minus withdrawals in grades 10, 11, and 12. This classification is made on July 1 of each even-numbered year according to the September enrollment of the previous odd-numbered year.

A school beginning an initial classification year is assigned by the League's Executive Secretary to a district and group within that school's enrollment projections unless that school requests in writing to be aligned to another district or classification. This procedure is common among schools with over enrollment as well as reduction of enrollment, specifically to enter into a district and group which is geographically more feasible to produce fan support. The target date for any change in school classification is

July 1 of the next even-numbered year. Lee High School of Ben Hur, Virginia, petitioned the League for first entry classification during an odd-numbered year, that being the fall of 1989. This untimely change caused problems as will be clarified later in this text.

According to the Virginia High School League Handbook (1989-90), there shall be three group classifications. They are as follows:

1. Group A shall consist of high schools each with a membership of 500 or less students inclusive.

2. Group AA shall consist of high schools with a membership of 501 to 1,000 students inclusive.

3. Group AAA shall consist of high schools each with a membership of 1,001 or more students.

The exact procedure in which the consolidated Lee High School took to be reclassified into Group AA is outlined by the Virginia High School League Handbook (1989-90), Section 11-4-1 on pages 16 and 17. A summary of these steps is in the following.

1. The principal shall notify his district chairperson of the intention to seek reclassification.

2. The principal shall make written application to the chairperson of the district that school wishes to transfer stating the district, region, and group in which it wishes to operate.

3. The principal shall send a copy of the application to his district chairperson.

4. The application shall be submitted not later than October 1 preceding the school year in which the change is to become effective. The district council shall approve or disapprove it at a meeting prior to the October legislative council meeting.

5. If approved by two-thirds vote of the district council, the application is forwarded to the regional council for approval or disapproval.

6. If approved by two-thirds vote of the regional council, the application is forwarded to the chairperson of the group in which it wishes to operate for action at that group's next meeting.

7. If approved by a two-thirds vote of the group board, the change in classification shall become effective on July 1.

To simplify the above League mandate, Lee High School only had to be accepted by a district and regional council to satisfy League requirements with no emergency legislation necessary. The problem with Lee High School manifests itself in an odd-year acceptance into the Group AA Highlands District and the Region IV of the Virginia High School League. This acceptance became a reality before planned facilities could be realized. Also, scheduling athletic events immediately became an acute problem. The paramount question arises as to whether Lee County should have postponed the opening of Lee High School until the fall of 1990 instead of forgoing headlong into areas of uncertainty.

Scheduling

Introduction

Lee High School's entry into Class AA of the Virginia High School League created a multitude of scheduling problems for both the Highlands District of Class AA and the Cumberland District of Class A. As previously cited, the off-year or odd-year entry made their scheduling difficult because Virginia High School League member schools were operating on two-year schedules that terminate in the year 1990. This odd-year move left schools scrambling for games in both divisions. In order to properly understand the dilemma it is necessary to focus on the problem from both divisional perspectives, because once the one-year, 1989, contracts expire, Lee High School may have difficulties attracting football opponents in either Class A or Class AA. While scheduling will be a concern for all sporting activities, attention must be given to football because of the complex formula for advancing to state competition. Officials of the Lee County school

system agree that football scheduling will be the problem that must be attacked most directly.

Problems Within the Cumberland District (Class A)

The consolidation of five Lee County schools left the Cumberland District in Class A division of the Virginia High School League in dire straits. The Cumberland District as of 1988 consisted of eight schools, and after a result of the Lee County consolidation, there were only three. Table 4 lists the Cumberland Schools in 1988 and their enrollments according to the Virginia High School League Directory (1989).

It should be noted that Keokee, Flatwoods, and Dryden did not field football teams but were competitive participants of other district athletic activities. With the withdrawal of five schools from the Cumberland District, scheduling became an immediate problem for all sports. The remaining schools of the Cumberland District must look outside the conference for games. This dictates a much broader geographical range and contact with schools in other districts. As a result, schools with virtually no traditional ties or strong rivalries will result in reduced operating revenues. The Cumberland District, as most Southwest Virginia schools, depends solely on the gate revenues from football and boys basketball to operate their entire athletic programs.

Lee High School can no longer expect Class A schools to include them in future schedules, especially in football and probably not in the other athletic activities. There is a movement underway to realign Region D of the Virginia High School League. When realignment occurs, Class A schools will be reluctant to schedule the more powerful Class AA Lee High School. Table 5 illustrates the inadequacies of Region D after the withdrawal of the Lee County schools from the Cumberland District. This table shows the districts involved, the schools located within each district, their enrollment and divisional classifications. The Virginia High School League Directory (1989) documents the district listings.

Table 4

Cumberland District Schools and Their Enrollment

as of 1988

School	Enrollment
*Dryden	100
*Flatwoods	84
*Jonesville	212
*Keokee	65
*Pennington	387
Rye Cove	221
Thomas Walker	198
Twin Springs	210
Ervinton	180

*Denotes schools that consolidated into Lee High School.

Table 5

Schools in Region D Following the Lee County School Consolidation

District	School	Enrollment	Divisional Classification
Lonesome Pine	Appalachia	192	2
	Pound	246	2
	Clintwood	380	1
	J. I. Burton	197	2
	Powell Valley	470	1
	J. J. Kelly	455	1
	Coeburn	366	1
Cumberland	Rye Cove	221	2
	Twin Springs	270	2
	Thomas Walker	198	2
	Ervinton	174	2
Black Diamond	St. Paul	113	2
	Hurley	288	2
	Honaker	457	1
	Garden	281	2
	Pocahontas	151	2
	*Whitewood		
	*Council		
	Haysi	275	2

*Denotes no listing for schools that do not field football teams.

The schools listed in Table 5 are more geographically compatible to Lee High School than those of Region IV, Class AA. Also, from studying the table, district realignment is imminent with a two-district region being the most popular choice. Once this occurs the Class A teams of Region D will be locked into a district scheduling format and will less likely go outside the district and region to schedule Lee High which has almost double the enrollment of the above schools which produces superior athletic teams.

Virginia High School League Divisional Playoff Classifications

In 1986, the Virginia High School League expanded the field for football playoffs. In an effort to allow more participation from smaller schools in the three classifications, A, AA, and AAA, the League devised a system creating two divisions within each of the three classifications as stated by the Virginia High School League Handbook (1989-90) in Section 68-8-1. This citation reads as follows:

> The Virginia High School League football play-off system separates schools by regions at the 50% point of the total number of schools that sponsor football teams, and that are eligible for the playoffs, forming two divisions within each region and group. Divisions will be made based on a school's membership, grades 10-12, as of September 30 of odd-numbered years, using figures filed with the State Department of Education. (p. 99)

The breakdown consists of the following format. Group AAA consists of Divisions 5 and 6. Group AA has Divisions 4 and 5, with Group A having Divisions 1 and 2. Noteworthy is the fact that if there are an odd number of schools in a region, the division point will be such to include the greater number in the lower division. This divisional make-up creates four regional playoff teams in each division.

With an expanded playoff format, schools want to schedule teams that they can beat. This is essential in adhering to the rather complicated League rating scale that often determines which teams make the coveted playoffs which brings revenue and notoriety to

their schools and communities. According to the Virginia High School League Handbook, Section 68-5-2, championships are determined in the following manner.

> To decide which teams will play for the regional championships and which teams will enter the state championship playoff series, an approved Rating Scale has been developed for rating each team so that the top-rated teams will meet for each championship. (p. 97)

Section 68-6-1 of the Virginia High School League Handbook (1989-90) further states that "to find the rating of a team, total the number of points it has earned in accordance with the following table and divide that total by the number of games played" (p. 98). Table 6 lists the information necessary for finding a team's rating.

It should be noted that no points are given for playing out-of-state schools. The division is made using only the total number of Virginia High School League schools on the schedule. This makes teams reluctant to schedule out-of-state schools, even if geographically close as with Lee County Schools.

Prudence dictates that smaller schools that are not football powerhouses would be reluctant to schedule stronger foes with greater enrollments. Only the larger Class A schools with traditionally strong football programs will venture a gamble to gain points instead of losing points by scheduling an opponent in a higher classification. Historically both Pennington and Jonesville dominated Class A opponents, and by consolidating these two respective old rivals they fear scheduling this combined program because it lessens the chances of building points for the state playoffs. The risk of injury to the players with smaller football programs is also a concern of school administrators who approve competition.

When Lee High School was accepted into Group AA, not only did the school have a scheduling problem, but financing a schedule could be a drain on the school's athletic resources. Finances of athletic competition has become the number one enemy of athletic

Table 6

Rating Scale for Teams Eligible for Regional Playoffs

	AAA	AA	A
For winning from	12	9	6
For tying	6	4½	3
For each game won by a defeated opponent in its group classification or higher	1	1	1
For each game tied by a defeated opponent in its group classification or higher	½	½	½
For each game won by a tied opponent in its group classification or higher	½	½	½

directors statewide. Dwindling gate revenues, inflated equipment prices, higher travel costs, and additional sports are reasons given for the economic woes in high school athletics. Lee High School was forced to pay for an odd-year football schedule. In order to continue playing traditional Class A schools, Lee High School conceded to pay Appalachia High School $2,800 to play at Lee High School. Concessions went to Class A schools, Powell Valley and J. J. Kelly, because Lee High School would be forced to play for the second season in a row at their host schools. Garden High School would receive an undisclosed amount for scheduling Lee High. According to Lowell Williams (personal communication, August 15, 1989), principal of Lee High School, Abingdon High School and Virginia High School, both Class AA, would be paid $2,000 for 1989 home football contests at Lee High School. Lowell Williams (personal communication, August 15, 1989) also noted that the members of the Cumberland District refused to vote the five former members their share of the district treasury, which is a customary procedure when a school or schools change classification, thus, also reducing the school's income. It should be noted that the payoffs for Class A schools were on a one-year contract. According to Lee High School officials, the four Class A schools will not schedule Lee High School for 1990, creating a huge dilemma for scheduling. The final point, according to one Lee High School official, is that absolutely no thought was given to the problem facing athletics when Lee High School decided to open its doors for the first time in 1989. Dr. Jerry Bishop (personal communication, August 10, 1989), superintendent of Lee County School System, noted that athletics was not a priority concern for the decision to open the consolidated school for 1989, citing the reduction of teacher salaries as the primary reason for opening the new school at that point in time.

Problems Within the Highlands District

When Lee High School was officially voted a member of the Highlands District of Group AA in February, 1989, another scheduling crisis began. The schools of the Highlands

District must make room on their schedules for Lee High School in an odd-numbered year, meaning that most schools could have contracts that would not be terminated until 1990. The term to use is a "swap-off" because the Highlands District schools began adjusting their schedules to accommodate its new member. In this regard, Lee High School was fortunate. Ordinarily in an odd year, the probability of playing all district members and being eligible for a championship would be nil. However, Highlands District members, Abingdon High School and Gate City School, had one year each remaining on contracts with Jonesville and Pennington and merely merged these games into Lee High School contracts. Marion Senior High School dropped Region IV opponent Radford High School after Abingdon High School and Radford High School agreed to play that date because Abingdon High School dropped a Tennessee school on the termination of an odd-year contract. As a result, Marion Senior High School was able to play Lee High School. John S. Battle High School of the Highlands District bought out of an existing one-year contract to play Lee High School, and Virginia High School, another Highlands District member, followed the same course as Abingdon High School and dropped a Tennessee school, then scheduled Lee High School. These procedures are important to illuminate because of the great scheduling difficulty when reclassification occurs in high school athletics.

At this point, an understanding of the composition of the Region IV and that region's three districts become important from an athletic posture if one is to understand the quandary of scheduling difficulties that faces Lee High School when the 1990 contracts are set. The schools, shown in Table 7, with their enrollments and playoff divisions, comprise Region IV, Group AA, and their respective districts according to the Virginia High School League Directory (1989).

Two paramount considerations of scheduling are finance and travel. From the Region IV mileage chart, Table 8, it is clearly evident that travel and the expenses incurred will not be favorable for Lee High School to compete in Region IV. Two important variables,

Table 7

Region IV Schools and Districts

District	Member School	Enrollment	Division Playoff
New River	Blacksburg	820	4
	Carroll County	1,050	4
	Christiansburg	755	4
	Giles	535	4
	Radford	432	3
	George Wythe	462	3
Highlands	Abingdon	673	4
	John S. Battle	548	3
	Gate City	553	3
	Marion	783	4
	Virginia	673	4
	Lee	800+	4
Southwest	Graham	463	3
	Grundy	880	4
	Lebanon	478	3
	Richlands	862	4
	Tazewell	667	4

Table 8

Region IV Mileage Chart

	ABINGDON	BATTLE	BLACKSBURG	CARROLL CO.	CHRISTIANSBURG	GATE CITY	GEORGE WYTHE	GILES	GRAHAM	GRUNDY	LEBANON	LEE	MARION	RADFORD	RICHLANDS	TAZEWELL	VIRGINIA
ABINGDON	0	12	118	88	108	51	58	110	83	87	22	91	30	93	47	63	15
BATTLE	12	0	130	100	120	39	70	122	95	99	34	79	42	105	59	75	3
BLACKSBURG	118	130	0	65	10	169	60	20	60	140	140	209	88	20	100	80	133
CARROLL CO.	88	100	65	0	55	139	30	57	62	142	119	179	58	40	102	82	103
CHRISTIANSBURG	108	120	10	55	0	159	50	30	70	150	130	199	78	15	110	90	123
GATE CITY	51	39	169	139	159	0	109	161	101	105	40	40	81	144	65	81	36
GEORGE WYTHE	58	70	60	30	50	109	0	52	32	112	80	149	28	35	72	52	73
GILES	110	122	20	57	30	101	52	0	40	120	101	201	80	32	80	60	125
GRAHAM	83	95	60	62	70	101	32	40	0	80	61	141	60	72	40	20	98
GRUNDY	87	99	140	142	150	105	112	120	80	0	65	145	117	152	40	60	102
LEBANON	22	34	140	110	130	40	80	101	61	65	0	80	52	115	24	41	37
LEE	91	79	209	179	199	40	149	201	141	145	80	0	121	184	105	121	76
MARION	30	42	88	58	78	81	28	80	60	117	52	121	0	63	77	80	45
RADFORD	93	105	20	40	15	144	35	32	72	152	115	184	63	0	112	92	108
RICHLANDS	47	59	100	102	110	65	72	80	40	40	25	105	77	112	0	20	62
TAZEWELL	62	75	80	82	90	81	52	60	20	60	41	121	80	92	20	0	78
VIRGINIA	15	3	133	103	123	36	73	125	98	102	37	76	45	108	62	78	0

minimum and maximal distance from regional competitors and average miles among all schools, are indicators of the geographical problem at Lee High School. As shown in the mileage chart in Table 8, the closest regional school to Lee High School is Gate City High School, which is 40 miles, and the largest trip is to Blacksburg High School at 209 miles. Figuring the average distance a team must travel in Region IV as the main variable, Lee High School averages 132.5 miles to rank first in the most average miles among the regional schools. Grundy Senior High School ranks second with 107.2 miles, and Carroll County High School ranks a distant third at 88.8 miles.

Problems With Travel

Lee High School is located on Highway 58 in Lee County, Virginia, approximately five miles from the county's largest town of Pennington Gap. Lee County is Virginia's most western extremity, and the county's accessible highway eastward is Route 58 crossing Wallens Ridge through Stickleyville which links to Highway 23, a four-lane highway feeding into Gate City, Virginia, and the Tennessee state line. This is the most direct route for Region IV teams to travel into Lee County. It must be mentioned that Lee County is guarded by Wallens Ridge and Powell Mountain, two extremely difficult inclines with serpentine roads making bus travel laborious. Travelers to Lee County will not find level highways, only two-lane roads with a generous amount of curves.

Table 8 illustrates the mileage between all present schools in Region IV. It is easy to see that travel is a liability for Lee High School.

As the chart illustrates, Lee High School must generally travel a great distance for contests within the district and even greater distances for regional competition. The following lines illustrate theoretically the most paramount concerns of Lee County school officials. Only the most logical aspects of travel problems will be explored for fear of redundancy.

Imagine one leaving school immediately after lunch and traveling from Ben Hur, Virginia, to Blacksburg, Virginia, a four and one-half hours bus trip, one-way, then play a basketball junior varsity game at 6:30 p.m. followed by the varsity contest at 8:00 p.m. After leaving the gymnasium at 10:00 p.m., this would place the arrival back at Lee High School around 2:30 a.m. the following day. Also, the team probably would have to be fed before and after the game, further delaying the trip. In addition, Lee County is a very rural place, and the student-athlete would have several miles to travel after returning to the school. Parents will be asked to wait at the most indecent hours and very well may sour their outlook on their child's participation. Coaches will also be delayed because they have a responsibility to see that all athletes are properly released. A student-athlete has little rest before the bus trip to classes the same day. The author realizes the dramatics of this example, but it really will happen in Lee High School's situation when involved in regional play for the various sports.

A constant fear, according to Lowell Williams (personal communication, August 15, 1989), principal of Lee High School, is the potential threat of weather hazards. This coupled with mechanical problems of transportation can and will harass those responsible for sending teams over such a vast region. For the fall of 1989, Lee High School planned to use school buses for most of their district games. The cost of two chartered buses from Lee High School to Marion, Virginia, the most distant district school location, is in excess of $900. Clearly, the average high school athletic program cannot afford this luxury, especially in a county so economically strapped as Lee County, Virginia. Generally, one can figure one hour for every 45 miles when travelling by school bus. A quick check on the mileage chart can transform miles into hours and minutes. Companion Region IV schools will be hesitant to schedule Lee High School when teams of the same classification can be scheduled much closer to their respective schools.

Another chronic liability of this realignment manifests itself in the "released school time" problem. The State Board of Education has mandated the required hours that students are expected to attend classes. School officials statewide have become adamant concerning this legislation and have refused to release students for athletic trips as indiscrimanently as in past years. This will be a serious situation for Lee High School, as well as those schools that must send teams into Lee County for regularly scheduled games.

Lowell Williams (personal communication, August 15, 1989), further states that scheduling and playing non-revenue sports, at both district and regional levels, will be hardest to sustain, especially for afternoon sports of such activities as baseball and golf. As mentioned, winter sports will be a headache for school officials. An athletic administrator must take into account the backlog of games cancelled due to inclement weather conditions. Any normal year in this Mountain Empire area finds basketball in a frantic rush at season's end to finish schedules before state-mandated deadlines for district and regional tournaments. Conceivably, a team could be playing three, maybe four, consecutive nights, which takes a toll on player performance on the court and in the classroom.

Athletic directors will testify that travel takes a heavy cut from their budgets. Lee County schools have been accustomed to paying travel expenses from athletic revenues without help from the school board. With the added miles to compete, the cost of fuel and drivers will double according to Dr. Jerry Bishop (personal communication, August 10, 1989). This rising cost would not be so alarming if compensation could be realized by gate receipts. Herein lies a concern because of the strain of travel on the fans either leaving Lee County or coming to home games. The average fan could be hesitant to leave the workplace at five o'clock, drive home to prepare for a game, then leave on a two to three-hour trip to make varsity game time at eight o'clock for either girls and boys basketball and football. Afternoon contests will bring few visitors when Lee High School plays. Working parents will not have the opportunities to see their children in action during away afternoon

contests. Saturday contests for regular seasons games and matches have generally been foregone to avoid the competition of college games. If Virginia Tech and Tennessee are playing home football games in the fall, scheduling a high school game could be economic suicide. Also, the travel for student-athletes who hold weekend jobs could cause obvious problems for Saturday contests. The bottom line is a loss of gate receipts, especially in the non-revenue sports that generally bring in a couple hundred dollars or so a game.

Additional Concerns

Dr. Jerry Bishop (personal communication, August 10, 1989), points to other concerns related to travel within the district and region. Listed below are several general problems.

1. On large trips, participants must be fed twice. Who will incur this cost? What will be the time delay?

2. There are potential weather delays, especially in the baseball and tennis district tournaments that could cause unexpected overnight accommodations to be realized. Who will make these accommodations? Who will pay for these accommodations?

3. Mileage reimbursement and meal money for school officials attending district and regional meetings plus athletic contests are factors.

4. Separate cheerleader travel plans have to be made.

5. Lee High School's expenses will exceed the regional reimbursement format bringing further economic woes to the program.

6. A decision to send all qualifying participants in sports, such as track and field, will have to be made.

7. Will the stringent travel eventually exhaust the student-athlete's zeal to participate in athletics, especially those participating in more than one sport?

8. Will academic performance of the student-athlete diminish due to travel fatigue and released school time.

9. Depreciation and increased maintenance of school buses and other vehicles used to meet the team travel will be incurred.

Sufficient evidence pertaining to travel expenses can be evaluated by an analysis of the Region IV reimbursement schedule (see Appendix B). Comparing the reimbursement schedule with the mileage chart, Lee High School cannot break even when playing at most regional schools. Football is the only sport in which the entire expenses will be absorbed. Region IV schools cannot be pleased with the potential expenses that must be paid to a school that travels such distances for regional play. Also, when Lee High School hosts events such as basketball tournaments that involve several teams, one can easily see the financial burden from the mileage chart compared to the reimbursement schedule.

Effects on District and Regional Realignment

Lee High School's entry into the Region IV of the Virginia High School League came at a time when other schools in the region were looking beyond their respective districts and region for possible realignment. Since Lee High School's original application into the Highlands District and Region IV, several schools have withdrawn from the region and have been reclassified. Former members Lebanon, Giles, and George Wythe High Schools, have been accepted into Group A. This leaves six teams in the Highlands District, four in the Southwest District, and four in the New River District. Athletic directors are very much concerned with this problem that will be realized in 1990. The reality of this split displeases the Highlands District football coaches. Their logical agreement is that it will be much tougher for them to win a district title and an automatic berth in the Virginia High School League playoffs than their counterparts in the Southwest and New River Districts. Conceivably, the latter two districts could make the important playoff field with only three wins. An obvious solution would be to divide Region IV into two districts at the earliest opportunity. While it may seem to be a simple solution, there are a number of factors to consider, including travel, finance, and the fact that football is only one part of each school's

overall athletic program. When and if this becomes a reality, it will only compound the existing geographical problems of Lee High School. Additional members added to a two-district format would come from schools farther east and northeast of existing district members making scheduling and travel an even more crucial variables.

Financing for Outdoor Athletic Facilities

Introduction

When the doors opened for the fall term of 1989, there were no outdoor facilities ready for use at Lee High School. Existing facilities at Pennington and Jonesville High Schools served as the home sites for fall outdoor activities. A beautiful gymnasium with a capacity exceeding 2,000 people is a reality; however, the outdoor athletic areas are being built. Lee County school officials are doing a remarkable job appropriating funds to build a facility that is adequate for Group AA competition. Also, the community has supported the effort by donating time and finances for outdoor facilities at the school.

When funds to build the new school were approved, a scant amount remained to build the outdoor sports complex. Original budgeting, coupled with building cost overruns, severely stifled building a complete facility for athletic purposes. Instead of waiting years to complete the entire complex by normal methods, Lee County officials aggressively attacked the problem to raise the needed revenue. At this writing, Lee County officials are reluctant to disclose complete funding sources because some methods are not finalized.

Projected Income and Expenses

A summary of the cost for the outdoor sports complex and the general income to finance the project is a matter of public record. The figures in Table 9 were supplied by the superintendent of Lee County schools.

Table 9

Projected Income and Expenses for Lee High School's Outdoor Sports Complex (1989)

Income	
Budgeted for Land Purchase and Athletic Fields	$ 496,200
Supplemental Appropriations for Land Purchase	35,000
Grants and Investment Income	451,718
Parks and Recreation Grants	225,000
Sale of Real Estate	57,000
Donation from Booster Club	17,000
Total Funds Available	$1,281,913
Expenses	
Land Purchase	$ 141,080
Site Work	110,000
Site Work (Final Grade)	25,000
Underdrain and Water Lines	104,210
Track	40,000
Tennis Courts	64,000
Fencing Tennis Courts and Baseball Field	15,000
Bleacher Foundation, Press Box, Fences	252,268
Bleachers for Football Field	253,355
Lights	125,000
Public Restrooms	60,000
Field House	90,000
Total Expenditures	$1,281,913

General Description of the Athletic Facilities

Developmental plans call for the following facilities to be added to Lee High School outdoor sports complex.

1. Football. A stadium with seating capacity for 2,900 on the home side and 800 on the visitors' side. The bleachers will be aluminum.

2. Track. The plans call for a six-lane, 400 meter oval track with stone and gravel underlayment with a rubberized asphalt surface.

3. Tennis Courts. Three pairs of regulation double-court size are specified.

4. Baseball/Softball Field. A regulation baseball field with appropriate bleachers are specified. Softball will be using the same facility.

5. Public Restrooms and Concession Stand. A combination restroom and concession stand will be housed in one 43' X 36' building. Specifications call for a roof with asphalt shingles on wood-trussed rafters and a floor of concrete with masonry block walls. The ceiling consists of painted plywood. The plumbing for the women's restroom has eight commodes, four lavatories, and one water fountain. Plumbing for the men's restroom has four commodes, four lavatories, six urinals, and one water fountain.

Partial Methods to Finance the Facilities

It is important to understand that neither the facilities or the exact method of financing these facilities is definite at this time, Fall, 1989. However, as stated, Lee County officials have committed themselves to a steady completion of the outdoor athletic facilities. The following projections were supplied by the superintendent of Lee County schools. These methods of finance in the main have been ex-post facto because of the lack of funds originally budgeted for such facilities.

Parks and Recreation Fund. Lee County officials applied for and received a federal parks and recreation grant of $225,000 to use for developing much of the outdoor facilities. In order to receive this grant, Lee County used the original appropriated funds for

a match grant from the federal government. To meet specifications, Lee County proposed to provide a walking track, tennis courts, softball and baseball fields, public parking, and access roads to all facility sites. A walking trail was included to be developed by the school's Future Farmers of America with the local Garden Club providing landscaping assistance. Lee County agreed to comply with all federal assurances pertaining to environmental codes, public use, and non-discriminatory practices.

Essentially, this grant was a trade-off to insure receiving funds for completion of the project. Lee High School officials will have the task of maintaining the facilities after public use. The agreement gives the school first priority for usage with the general public scheduling the facilities while not in school use.

Slemp Fund. Also available is an undisclosed amount of money from the Bascom Slemp Fund, a $325,000 grant to the school. The fund was ear-marked for the school auditorium, but sufficient county appropriated funds to complete the school has created a "spill-over" of finances to be used on the athletic facilities.

Community Involvement. The community has been instrumental in helping raise part of the revenue needed to make the facility a reality. Volunteer site work included the donation of construction equipment for all of the mass grading for the football and baseball fields. The baseball field required moving 20,000 cubic yards of material, and the football field required moving 18,000 cubic yards of material. Original estimates for the cost of this grading was $437,000. Actual cost of the grading project was $110,000 for the volunteer equipment work plus $25,000 for the final grading, for a savings of $302,000. The booster club raised $17,000 to be applied toward stadium use. Also, the athletic and band booster clubs are doing the finish work on the field house and concession stand.

Additional funding. School officials have explored the possibilities for redirecting available funds from alternate school sources. Already, the decision has been made to delay remodeling the Child Care and Food Service Departments at the vocational school

which had been allocated $20,000. Ten thousand dollars can be redirected from vocational equipment reimbursement. Twenty thousand dollars can be redirected into athletics from the purchase of lunch-room tables. The plan now is for the tables to be paid from lunchroom funds instead of the original outlay. Lee County officials have succeeded in reducing the contingency funds on Lee High School by $20,000. The Lee County School Board has sold a parcel of property consisting of a post office that was part of the original site purchase. This brought an additional $57,000 for the athletic complex.

Summary of Work for Outdoor Facilities

Introduction

Although the work has been delayed in scope and sequence due to financial delays, the original design is imperative to study. Athletic administrators need proper guidelines when building or remodeling facilities. This sequence of work and contractual obligations are being followed as funds permit.

Work Project Description

According to David Leonard Associates (personal communication, March, 1989) four separate prime contracts would be utilized at Lee High School. These four contracts provide the sequence of work and job descriptions for stadium facilities at the school.

The work consists of the construction of metal home side and visitor's side grandstands, pressbox structure, toilets and concession building, site utilities, field lighting and communications, fencing, walks and exterior stairs, asphalt paved track, and landscaping. Mass grading is being accomplished by the owner and is anticipated to be substantially complete before the work of these contracts begins. Below are complete descriptions of the work of each prime contract (Leonard, 1989).

Separate Contracts of the Project

Separate contracts will be issued to a contractor or separate prime contractors for the following portions of the project:

Contract 'A' - Work by Building Contractor. Building construction, foundation excavation concrete and backfilling work, fencing, electrical lighting, power, and communications include the following facilities:

1. masonry pressbox building.
2. toilets and concessions building.
3. masonry grandstand east end wall with ticket booth.
4. all exterior concrete walks, stairs, and handrails built into same.
5. all stadium fencing.
6. concrete foundations for grandstands.
7. concrete retaining wall adjacent to Green property with related excavation.
8. electrical field lighting, power, and communications distribution and equipment.
9. concrete paving for field events.
10. fencing at baseball field. (Leonard, 1989)

Contract 'B' - Work by Bleacher Contractor. Metal grandstands construction on foundations prepared by Contract 'A' contractor should include the following facilities:

1. home side grandstand.
2. visitor's side grandstand.
3. under Alt. No B1, alternate pressbox structure. (Leonard, 1989)

Contract 'C' - Work by Utilities Contractor. Site utilities should include the following facilities:

1. sanitary sewer system.
2. storm sewer systems.
3. field underdrains.

4. manual irrigation system.

5. domestic water system to within five feet of building. (Leonard, 1989)

Contract 'D' - Work by Paving and Landscaping Contractor. Asphalt pavements and landscaping should include the following facilities:

1. metric track and entry to track off access road.

2. asphalt paved field event areas.

3. tennis courts and their fencing and accessories.

4. crushed stone access road and baseball parking lot.

5. landscaping of slopes and fields. (Leonard, 1989)

Work by Owner. The owner intends to substantially complete grading of project area prior to work of the prime contracts commencing. Mass grading will achieve approximate earthen subgrades for all walks and paving, rough grading of ground surfaces beneath home side and visitor's side bleachers to lines shown on the drawings and topsoiling of slopes and ball field. The owner also intends to substantially complete and seed the baseball field and surrounding slopes to topsoiled and seeded finish grade and tennis courts and access road with parking lot to earthen subgrades (Leonard, 1989).

Work Sequence

The work shall be conducted in three phases. The purpose of each phase is to provide the least possible interference to activities of the contractors and to permit an orderly progression of construction of the new facilities.

Phase 1. Under Contract 'A', the building contractor shall install building foundations, bleacher foundations, light pole foundations, concrete paving for field events, and underground electrical conduits. Under Contract 'B', the bleacher contractor shall produce drawings and anchor bolts within time limits specified, fabricate the bleacher materials to be installed in Phase 2, and fabricate alternate pressbox. Under Contract 'C', the utilities contractor shall install 48-inch diameter culverts and catchbasins, field under

drains, all storm sewers, and manual irrigation system. With the exception of domestic water piping to toilets building, the work of the utilities contractor shall be substantially complete at the end of Phase 1. Under Contract 'D', the asphalt paving and landscaping contractor may elect to seed all slopes and fields not in immediate work areas of above contractors which are generally located 50 feet beyond structures and 10 feet beyond utilities in order to take advantage of favorable growing weather. Preparation and seeding of field area inside of track, except at the high jump semicircle, shall be affected by the end of Phase 1, unless work by others prevents the same. The duration of Phase 1 will be approximately 54 calendar days (Leonard, 1989).

Phase 2. Work on the new stadium facility shall be substantially complete and ready for occupancy within 124 calendar days of commencement of construction. Under Contract 'A', the building contractor shall complete pressbox structure, toilets and concessions building, tickets booth and east masonry end wall, excavate for and construct concrete retaining wall, concrete sidewalks and stairs, all stadium fencing, and complete lighting poles and communications work. The work of this contract shall be substantially complete by the end of Phase 2. Under Contract 'B', the bleacher contractor shall erect and complete the grandstands, including alternate pressbox. Under Contract 'C', the utilities contractor shall complete domestic water piping and make final connection of Green residence to sanitary sewer. Under Contract 'D', the asphalt paving and landscaping contractor shall execute all asphalt paving work, crushed stone road and parking lot to baseball field, install all remaining landscaping, and maintain all landscaping. The duration of Phase 2 will be approximately 70 calendar days (Leonard, 1989).

Phase 3. Under Contract 'D', the asphalt paving and landscaping contractor shall construct tennis courts, fencing and walkways, and maintain all newly installed landscaping

for 60 days. The duration of Phase 3 will be approximately 60 calendar days (Leonard, 1989).

The Contractors' Use of Premises. The use of the premises to construction activities will be limited in areas indicated and will allow for owner occupancy and occupancy by other contractors. Operations will be confined to areas within contract limits indicated. Portions of the site beyond areas in which construction operations are indicated are not to be disturbed, except as allowed by agreement with the owner. The driveways and entrances are to be kept clear at all times. These areas are not to be used for parking or storage of materials. Deliveries should be scheduled to minimize requirements for storage of materials (Leonard, 1989).

Partial Owner Occupancy. The owner reserves the right to occupy and place and install equipment in completed areas prior to the substantial completion provided such occupancy does not interfere with completion of the work. The placing of equipment and partial occupancy shall not constitute acceptance of the total work. A certificate of substantial completion will be executed for each portion of the work occupied prior to owner occupancy. A certificate of occupancy will be obtained from the local building officials prior to owner occupancy (Leonard, 1989).

Summary

The main element of the previous pages points to the immense problems that school consolidation places on athletic programs. This author seeks to help create a bond between academics and athletics within consolidating school divisions. Lee County, Virginia is an excellent example of the failure to plan efficiently for athletics during a school merger.

This project serves as a reference tool for athletic directors involved with school mergers. Athletics are an important and viable force within a school system, producing a well-rounded student and community solidarity and should be considered in the merger plans.

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Appendix A

Lee County Virginia

Facts at a Glance

Lee County, Virginia

Facts at a Glance

JULY, 1988

General Information

County Seat - Jonesville
Elevation (Range) - 1,200 to 3,700 feet
Land Area: County - 438 square miles
Jonesville Town - 0.86 square miles
Pennington Gap Town - 1.44 square miles
St. Charles Town - 0.13 square miles

Population - Historic and Projected

	Lee County	LENOWISCO District	Virginia
1950	36,106	120,082	3,318,680
1960	25,824	100,229	3,966,949
1970	20,321	84,816	4,651,448
1980	25,956	99,644	5,346,818
1986*	26,600	101,600	5,787,100
1990**	28,900	109,100	6,096,700
1995**	30,300	113,200	6,383,800
2000**	31,600	117,200	6,664,600

* Estimate (provided by Taylor Murphy Institute)
** Projection (provided by Virginia Department of Planning and Budget)

Historic Counts: U.S. Census of Population.

Household Counts by Locality-1980

	1980	Persons Per Household
Lee County	8,904	2.90
Jonesville Town	346	2.50
Pennington Gap Town	705	2.43
St. Charles Town	79	3.05

Source: U. S. Census of Population, 1980.

Population by Locality - 1980

	1980	Percent Change 1970-1980
Lee County	25,956	27.7%
Jonesville Town	874	24.9
Pennington Gap Town	1,716	-9.0
St. Charles Town	241	-34.5

Source: U. S. Census of Population, 1980.

Population Distribution - 1980

Age	Male Number	Male %	Female Number	Female %	Total Number	Total %
Under 5	980	7.8	955	7.2	1,935	7.5
5-19	3,460	27.4	3,267	24.5	6,727	25.9
20-44	4,313	34.2	4,298	32.3	8,611	33.2
45-64	2,349	18.6	2,715	20.4	5,064	19.5
65 & Over	1,527	12.1	2,092	15.7	3,619	13.9
Total	12,629	100	13,327	100	25,956	100

Source: U.S. Census of Population

Taxable Sales by Business Classification - 1987

Classification	Number of Dealers	Annual Taxable Sales	% Change 1986-87
Apparel	9	$ 908,754	65.2%
Automotive	62	2,692,505	-1.6
Food	133	21,371,521	-6.3
Furniture, Home Furnishings & Equipment	29	1,166,985	-10.7
General Merchandise	37	7,116,106	3.1
Lumber, Building Materials & Supply	25	4,670,293	9.6
Fuel	5	278,705	-3.5
Machinery, Equipment & Supplies	27	706,798	0.7
Miscellaneous	86	3,635,199	8.9
Hotels & Motels	4	136,170	-26.8
Other Miscellaneous & Unidentifiable	35	10,150,820	-0.6
TOTAL	452	$52,833,856	-1.1

Note: -Many of the above groups do not include total sales within the reported classification. These have been withheld to avoid identification of individual establishments. However, the total is included in the classification "Other Miscellaneous and Unidentifiable," and in the total.

Source: Virginia Department of Taxation.

Labor

Civilian Labor Force and Unemployment Rate

	Lee County
Civilian Labor Force	
1987 Annual Average	8,373
December, 1987	8,171
Unemployment Rate	
1987 Annual Average	11.7%
December, 1987	8.7%

Estimated Labor Potential

	Lee County
1. December, 1987, Unemployment	713
2. Outside labor force	
Male 18-24 not in labor force	466
Female 25-44 not in labor force	2,301
3. Annual new entrants	220
4. Residents commuting outside county to work	2,456
Total Estimated Labor Potential	6,156

Source: Virginia Employment Commission and 1980 Census of Population.

Bank Statistics

DEPOSIT BALANCES* OF COMMERCIAL BANKS AND SAVINGS AND LOAN INSTITUTIONS
(in thousands)
1985 and 1986

	1985	1986	Percentage Change
Commercial Banks			
Total Deposits	$140,591	$154,506	9.9%
Private Time Deposits	120,443	131,009	8.8
Savings & Loans			
Total Deposits (Balances)	4,755	6,542	37.6

*As of June 30

Source: Taylor Murphy Institute, Deposit Balances of Commercial Banks and Savings and Loan Institutions 1985 and 1986, May, 1987.

Public Education Data

1985-86 to 1986-87

	1985-86	1986-87	Change
Public School Membership, 9/30	5,388	5,245	-2.7%
Number of Instructional Personnel Postitions (End of Year)	358.7	346.4	-3.4
Average Annual Salary for all Instructional Positions	$19,958	$21,723	8.8
Average Annual Salary for Classroom Teachers	$19,327	$21,294	10.2
Public High School Graduates, Regular and Summer	261	295	13.0
Percent of Membership Four Years Earlier	59.2	63.6	6.9
Percent Graduates Who Continued Their Education*	57.1	54.6	-4.4
Per Pupil Expenditure**	$ 2,897	$ 3,208	10.7

*These students include those who continued their education in colleges, business schools, trade or technical schools, nursing schools, and apprenticeship programs.
**Total cost including per pupil state expenditures for public education.

Source: Virginia Department of Education, Facing Up.

Distribution of Employment

Industry	1987 Employment*	Percentage	Average Weekly Wage
Private Employment	2,813	70.5	$256
Agriculture, Forestry & Fisheries	28	0.7	149
Mining	383	9.6	385
Contract Construction	91	2.3	245
Manufacturing	627	15.7	218
Transportation, Communication & Public Utilities	240	6.0	356
Wholesale & Retail Trade	741	18.6	174
Wholesale	107	2.7	197
Retail	634	15.9	170
Finances, Insurance & Real Estate	166	4.2	250
Services	532	13.3	287
Unclassified	5	0.1	–
Government	1,176	29.5	300
Federal	58	1.5	351
State	190	4.8	396
Local	928	23.3	351
TOTAL	3,989	100.0	269

*Average Employment: First Quarter, 1987.

Source: Virginia Employment Commission

Income

BUREAU OF ECONOMIC ANALYSIS PERSONAL INCOME (in thousands)

1986

Derivation of Total Personal Income	
Earnings by Place of Work and Industry	$86,836
Farm	5,086
Nonfarm	81,750
Private	61,822
Agriculture, Forestry & Fisheries	838
Mining	9,931
Construction	4,651
Manufacturing	9,131
Transportation & Public Utilities	8,694
Wholesale Trade	1,747
Retail Trade	9,038
Finance, Insurance & Real Estate	3,131
Services	14,661
Government & Government Enterprises	19,928
Less Personal Contribution for Social Insurance	4,868
Plus Residence Adjustment	59,318
Equals Net Earnings by Place of Residence	141,286
Plus Dividends, Interest & Rent	30,824
Plus Transfer Payments	63,726
TOTAL PERSONAL INCOME	$235,836
Population	27.0
Per Capita Personal Income (x 1,000)	$ 8,880

Source: U.S. Department of Commerce, Bureau of Economic Analysis, April, 1988.

PROJECTED MEDIAN FAMILY AND MEDIAN HOUSEHOLD INCOME

1988

	Amount	Index State = 100	Rank/136
Median Family Income	$20,248	58	135
Median Household Income	16,931	57	135

Source: Center for Public Service, University of Virginia, Virginia Statistical Abstract, 1987 Edition.

1986 EFFECTIVE BUYING INCOME (EBI)

	Lee County
Total EBI	$209,115,000
Median Household EBI	16,283
Distribution of Households by EBI group	
Less than $10,000	29.5%
$10,000-$19,999	30.3%
$20,000-$34,999	25.1%
$35,000-$49,999	9.9%
$50,000 & Over	5.2%

Effective Buying Income, a classification exclusively developed by Sales & Marketing Management, is personal income less personal tax and nontax payments. The resultant figure is commonly known as "disposable personal income."

Source: Sales & Marketing Management, Survey of Buying Power, July 27, 1987.

DISTRIBUTION OF VIRGINIA ADJUSTED GROSS INCOME BY INCOME CLASS

1986

	Median AGI Per Return ($)	Percentage Distribution of Returns by AGI Class ($000)* Less than 5.0	5.0 to 9.9	10.0 to 14.9	15.0 to 19.9	20.0 to 24.9	25.0 to 29.9	30.0 to 39.9	40.0 to 49.9	50.0 to 74.9	75.0 or More
All Returns	12,533	21.0	21.4	15.0	10.0	8.1	6.7	9.7	4.5	2.6	0.9
Married Couple Returns	17,625	12.5	16.8	14.8	11.1	10.1	8.8	13.8	6.8	3.8	1.3
Individual Returns	7,316	36.2	29.8	15.2	8.2	4.5	2.9	2.2	0.4	0.4	0.2

*Details may not add to 100.0 due to rounding.

Source: Center for Public Service, University of Virginia, Distribution of Virginia Adjusted Gross Income by Income Class and Locality, 1986, May 1988.

Local Tax Rates

LOCAL NOMINAL TAX RATES PER $100 ASSESSED VALUE FISCAL YEAR 1988-89

Real Estate/a	$0.73
Machinery & Tools	1.25
Personal Property/b	$1.25
Merchants' Capital/c	1.25

/a Rose Hill District - an additional $.045 for the School Debt Fund.
/b Rose Hill District - total rate $1.49.
/c Assessment Ratio, Merchants' Capital is 30%.

Source: Office of the County Administrator.

Appendix B

Region IV Expense Reimbursement Schedule

REGION IV EXPENSE REIMBURSEMENT SCHEDULE

The Region IV treasury will reimburse all schools who compete in regional tournaments in accordance with the following schedule:

FOOTBALL

- Housing - 0
- Travel - $4.00 per mile round trip from Regional Treasury
- Meals - Home Team - $5.00 per athlete (Max. $250.00)
  Visiting Team - $10.50 per athlete (Max. $525.00)
- Incidentals - Home Team - $800.00 from Regional Treasury
  Visiting Team - $800.00 from Regional Treasury
  (The VHSL will only credit $300.00.)
- Region IV Champion - Champion receives $4.00 per mile round trip to compete in state semi-final and/or final game.

BASKETBALL - Boys and Girls

- Travel - $2.00 per mile round trip from Regional Treasury
- Incidentals - Home Team - $100.00
  Visiting Team - $50.00
- Region IV Champion and Runner-up - Champion and runner-up receives $2.00 per mile round trip to compete in the state tournament.

VOLLEYBALL AND BASEBALL

- Travel - $1.00 per mile round trip from Regional Treasury
- Incidentals - Home Team - $50.00
  Visiting Team - $50.00
- Region IV Champion to compete in the state tournament - receives $1.00 per mile round trip to compete in the state tournament.

WRESTLING AND SOCCER

- Travel - $1.00 per mile round trip from Regional Treasury
- Incidentals - Home Team - $50.00
  Visiting Team - $50.00

CROSS COUNTRY
DEBATE
FORENSICS
GOLF
GYMNASTICS
TENNIS
TRACK - INDOOR
TRACK - OUTDOOR
THEATER

} $5.00 per competitor, including host school to be paid by the Tournament Director of the event. To be considered a Region IV event there must be at least four schools participating in that activity.